



Critical Tasks for Core Capabilities

Critical tasks are tasks that are essential to achieving the desired outcome and to the successful delivery of the core capabilities. The critical tasks for each core capability listed below and broken down by mission area were taken directly from the National Planning Frameworks to assist you in the Threat and Hazard Identification and Risk Assessment (THIRA) development process.

Prevention

Intelligence and Information Sharing

- Planning and Direction: Establish the intelligence and information requirements of the consumer.
- Rapidly reprioritize law enforcement and intelligence assets as necessary and appropriate.
 - Engage with public and private sector partners in order to determine what intelligence and information assets may be available for reprioritization.
 - Obtain additional information through avenues such as law enforcement deployment, questioning of witnesses and suspects, increased surveillance activity, and community policing and outreach.
- Collection: Gather the required raw data to produce the desired finished intelligence and information products.
- Gather/collect information via law enforcement operations, suspicious activity reporting, surveillance, community engagement, and other activities and sources as necessary.
- Exploitation and Processing: Convert raw data into comprehensible information.
- Analysis and Production: Integrate, evaluate, analyze, and prepare the processed information for inclusion in the finished product.
- Dissemination: Deliver finished intelligence and information products to the consumer and others as applicable.
- Develop appropriately classified/unclassified products to disseminate threat information to local, state, tribal, territorial, Federal, international, private sector, nonprofit sector, faith-based organizations, and public partners.
- Feedback and Evaluation: Acquire continual feedback during the intelligence cycle that aids in refining each individual stage and the cycle as a whole.
- Assessment: Continually assess threat information to inform continued prevention operations and ongoing response activities.

Screening, Search, and Detection

- Locate persons and networks associated with imminent terrorist threats.
- Develop and engage an observant Nation (i.e., individuals and families; communities; NGOs; private sector entities; and local, state, tribal, and territorial partners).
- Screen and/or scan inbound and outbound persons, baggage, mail, cargo, and conveyances using technical, non-technical, intrusive, and non-intrusive means without unduly hampering commerce.

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- Apply additional measures for high risk persons, conveyances, or items.
- Conduct physical searches.
- Ensure [#] individuals in the affected area are educated regarding measures to be taken to safeguard their homes and businesses.
- Conduct chemical, biological, radiological, nuclear, and explosive (CBRNE) surveillance search and detection operations.
- Conduct ambient and active detection of CBRNE.
 - Operate in a hazardous environment.
 - Conduct technical search/detection operations.
 - Conduct non-technical search/detection operations.
- Conduct bio surveillance.
- Search databases and other information and intelligence sources.
- Employ wide-area search and detection assets in targeted region in concert with state and local personnel or other Federal agencies (depending on the threat).

Interdiction and Disruption

- Interdict conveyances, cargo, and persons associated with an imminent terrorist threat or act.
- Prevent terrorist entry into the United States and its territories.
- Prevent movement and operation of terrorists within the United States.
- Render safe and dispose of CBRNE hazards in multiple locations and in all environments consistent with established protocols.
- Disrupt terrorist financing or prevent other material support from reaching its target.
- Prevent terrorist acquisition and transfer of CBRNE materials, precursors, and related technology.
- Conduct anti-terrorism operations in the United States.
- Conduct tactical counterterrorism operations in the United States, potentially in multiple locations and in all environments.
- Strategically deploy assets to interdict, deter, or disrupt threats from reaching potential target(s).

Forensics and Attribution

- Preserve the crime scene and conduct site exploitation for intelligence collection.
- Conduct crime scene investigation.
- Conduct forensic evidence examination, including biometric and DNA analysis.
- Conduct CBRNE material analysis.
- Conduct digital media and network exploitation.
- Assess capabilities of perpetrating terrorists with known terrorist capabilities and methods of operation.
- Conduct investigations to identify the perpetrator(s), conspirator(s), and sponsorship.
- Interview witnesses, potential associates, and/or perpetrators.
- Analyze intelligence and forensics results to refine/confirm investigative leads.
- Fuse intelligence, law enforcement information, and technical forensic conclusions to develop attribution assessments.
- Interpret and communicate attribution results, confidence levels, and their significance to national decision makers.

Planning

- Initiate a time-sensitive, flexible planning process that builds on existing plans and incorporates real-time intelligence.
- Make appropriate assumptions to inform decision maker
- Evaluate current intelligence and coordinate the development of options as appropriate.
- Identify possible terrorism targets and vulnerabilities.
- Identify law enforcement, intelligence, diplomatic, private sector, economic, and/or military options designed to prevent, deter, or disrupt imminent terrorist attacks in the homeland.
- Present courses of action to decision makers to locate, interdict, deter, or disrupt or prevent imminent attacks in the homeland.

Public Information and Warning

- Increase public awareness of indicators of terrorism and terrorism-related crime; for example, through the “If You See Something, Say Something”™ public awareness program.
- Refine and consider options to release pre-event information publicly, and take action accordingly.
- Protect information so as not to compromise ongoing prevention operations (e.g., intelligence activities and investigation).
- Share prompt and actionable messages, to include NTAS alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks.
- Use all appropriate communication means, such as the Integrated Public Alert and Warning System (IPAWS) and social media.

Operational Coordination

- Collaborate with all relevant stakeholders.
- Ensure clear lines and modes of communication among participating organizations and jurisdictions, both horizontally and vertically.
- Facilitate effective intelligence and information sharing.
- Define and communicate clear roles and responsibilities relative to courses of action.
- Integrate and synchronize actions of participating organizations and jurisdictions to ensure unity of effort.
- Determine priorities, objectives, strategies, and resource allocations.
- Coordinate activities across and among all levels of government and with critical nonprofit and private sector partners to prevent imminent terrorist threats and/or conduct law enforcement investigative and response activities after an act of terrorism.

Protection

Intelligence and Information Sharing

- Monitor, detect, and analyze threats and hazards to public safety, health, and security, which include:
 - Participation in local, state, tribal, territorial, regional, and national education and awareness programs.
 - Participation in the routine exchange of security information—including threat assessments, alerts, attack indications and warnings, and advisories—among partners.
- Determine requirements for Protection stakeholder intelligence, information, and information sharing.

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- Develop or identify and provide access to mechanisms and procedures for intelligence and information sharing between the public, private sector, faith-based, and government Protection partners.¹
- Using intelligence processes, produce and deliver relevant, timely, accessible, and actionable intelligence and information products to others as applicable, to include partners in the other mission areas.
- Adhere to appropriate mechanisms for safeguarding sensitive and classified information.

Information and Disruption

- Interdict conveyances, cargo, and persons associated with an imminent threat or act.
- Prevent movement and operation of terrorists into or within the United States and its territories.
- Render safe CBRNE devices or resolve CBRNE threats.
- Implement public health measures to mitigate the spread of disease threats abroad and prevent disease threats from crossing national borders.
- Disrupt terrorist financing or conduct counter-acquisition activities to prevent weapons, precursors, related technology, or other material support from reaching its target.
- Enhance the visible presence of law enforcement to deter or disrupt threats from reaching potential target(s).
- Employ wide-area search and detection assets in targeted areas in concert with local, state, tribal, and territorial personnel or other Federal agencies (depending on the threat).

Screening, Search, and Detection

- Locate persons and criminal/terrorist networks associated with a potential threat.
- Develop and engage an observant Nation (individuals, families, communities, and local, state, tribal, and territorial government and private sector partners).
- Screen persons, baggage, mail, cargo, and conveyances using technical, non-technical, intrusive, and non-intrusive means without unduly hampering the flow of legitimate commerce. Consider additional measures for high-risk persons, conveyances, or items.
 - Conduct CBRNE search and detection operations.
 - Conduct ambient and active detection of CBRNE agents.
 - Operate safely in a hazardous environment.
 - Consider the deployment of Federal teams and capabilities to enhance local, state, tribal, and territorial efforts, including the use of incident assessment and awareness assets.
- Conduct bio surveillance of data relating to human health, animal, plant, food, water, and environmental domains.

Access Control and Identity Verification

- Verify identity to authorize, grant, or deny physical and cyber access to physical and cyber assets, networks, applications, and systems that could be exploited to do harm.
- Control and limit access to critical locations and systems to authorized individuals carrying out legitimate activities.

¹ Information sharing must provide effective communication to individuals with disabilities and others with access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision, through the use of appropriate auxiliary aids and services, such as sign language and other interpreters, captioning of audio and video materials and user-accessible Web sites. Information sharing also should include communication in various languages and use of culturally diverse media outlets.

Cybersecurity

- Implement countermeasures, technologies, and policies to protect physical and cyber assets, networks, applications, and systems that could be exploited to do harm.
- Secure, to the extent possible, public and private networks and critical infrastructure (e.g., communication, financial, power grid, water, and transportation systems), based on vulnerability results from risk assessment, mitigation, and incident response capabilities.
- Share actionable cyber threat information with the domestic and international, government, and private sectors to promote shared situational awareness.
- Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.
- Detect malicious activity and conduct technical countermeasures and mitigation activities.
- Leverage law enforcement and intelligence assets to identify, track, investigate, disrupt, and prosecute malicious actors threatening the security of the Nation's public and private information systems.

Physical Protective Measures

- Identify and prioritize assets, systems, networks, and functions that need to be protected.
- Identify needed physical protections, countermeasures, and policies through a risk assessment of key operational activities and infrastructure.
- Develop and implement security plans, including business continuity plans, that address identified security risks.
- Develop and implement risk-based physical security measures, countermeasures, policies, and procedures.
- Implement security training for workers, focused on awareness and response.
- Develop and implement biosecurity and biosafety programs and practices.
- Leverage Federal acquisition programs, as appropriate, to ensure maximum cost efficiency, security, and interoperability of procurements.

Risk Management for Protection Programs and Activities

- Gather required data in a timely and accurate manner to effectively identify risks.
- Obtain and use appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.
- Build the capability within communities to analyze and assess risk and resilience.
- Identify, implement, and monitor risk management plans.
- Update risk assessments to reassess risk based on changes in the following areas: the physical environment, aging infrastructure, new development, new mitigation projects and initiatives, post-event verification/validation, new technologies or improved methodologies, and better or more up-to-date data.
- Validate, calibrate, and enhance risk assessments by relying on experience, lessons learned, and knowledge beyond raw data or models.
- Use risk assessments to design exercises and determine the feasibility of mitigation projects and initiatives.
- Engage in a peer-to-peer mentoring structure that promotes effective practices.

Supply Chain Integrity and Security

- Integrate security processes into supply chain operations to identify items of concern and resolve them as early in the process as possible.

- Analyze key dependencies and interdependencies² related to supply chain operations.
- Use risk management principles to identify, mitigate vulnerabilities of, and protect key assets, infrastructure, and support systems.
- Implement physical protections, countermeasures, and policies to secure and make resilient key nodes, methods of transport between nodes, and materials in transit.
- Use verification and detection capabilities to identify goods that are not what they are represented to be, are contaminated, are not declared, or are prohibited; and to prevent cargo from being compromised or misdirected as it moves through the system.

Planning

- Initiate a flexible planning process that builds on existing plans.
- Establish partnerships, facilitate coordinated information sharing between partners, and enable the planning and protection of critical infrastructure within the jurisdiction.
- Implement measures to identify and prioritize critical infrastructure and determine risk.
- Conduct vulnerability assessments, perform risk analyses, identify capability gaps, and coordinate protective measures on an ongoing basis in conjunction with the private sector and local, state, tribal, territorial, and Federal organizations and agencies.
- Implement security, protection, resilience, and continuity plans and programs, train and exercise, and take corrective actions.
- Develop and implement progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.
- Integrate planning for the whole community, including, but not limited to, individuals with disabilities and others with access and functional needs, as well as those with limited English proficiency, and racially and ethnically diverse communities.

Public Information and Warning

- Determine requirements for Protection stakeholder information and information sharing.
- Determine information sharing requirements and processes to address the communication needs of children, individuals with disabilities, and others with access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision through the use of appropriate auxiliary aids and services, such as sign language and other interpreters and the captioning of audio and video materials.
- Establish accessible mechanisms and provide the full spectrum of support necessary for appropriate and ongoing information sharing among all levels of government, the private sector, faith-based organizations, NGOs, and the public.
- Promptly share actionable measures with the public and among all levels of government, the private sector, and NGOs.
- Leverage all appropriate communication means, such as the Integrated Public Alert and Warning System, National Terrorism Advisory System, and social media sites and technology.

Operational Coordination

- Collaborate with all relevant Protection partners.
- Establish clear lines and modes of communication among participating organizations and jurisdictions.
- Define and communicate clear roles and responsibilities relative to courses of action.

² Dependency is a one-directional reliance on input, interaction, or another source in order to function properly. Interdependency is a mutually reliant relationship between objects, individuals, or groups. The degree of interdependency does not need to be equal in both directions.

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- Integrate and synchronize the actions of participating organizations and jurisdictions to ensure unity of effort.
- Determine jurisdictional priorities, objectives, strategies, and resource allocations.
- Determine requirements for Protection stakeholder operational coordination.
- Coordinate across and among all levels of government and with critical nongovernmental and private sector partners to protect against potential threats, conduct law enforcement investigations, and/or engage in enforcement and protective activities based on jurisdictional authorities.
- Coordinate with the appropriate partners in other mission areas.

Mitigation

Threat and Hazard Identification

- Identify data requirements across stakeholders.
- Gather required data in a timely and accurate manner in order to effectively identify threats and hazards.
- Ensure that the right data are received by the right people at the right time.
- Share appropriate data on natural and manmade hazards in a transparent and usable manner.
- Strike a proper balance between dissemination and classification of national security and intelligence information.
- Build cooperation among private and public sectors by protecting internal interests but sharing threats and hazard identification resources and benefits.
- Leverage available third-party data, tools, and information; social media; and open-source technology.
- Translate data into meaningful and actionable information through appropriate analysis and collection tools to aid in preparing the public.

Risk and Disaster Resilience Assessment

Data

- Share risk assessment data, both new and existing, to establish common operations across mission areas and standardized data requirements and guidance. Secure sensitive data as appropriate.
- Establish standard data formats to enable sharing of vulnerability data and risk assessment outputs.
- Provide the right data to the right people at the right time.
- Incorporate vulnerability data sets, such as population, demographic, infrastructure inventory and condition assessment information; climatological, geological, and environmental factors; critical infrastructure, lifelines, and key resources; building stock; and economic data to calculate the risk from the threats and hazards identified.
- Incorporate data from lessons learned and statistical information to target consideration of populations (such as for individuals with disabilities or access and functional needs, LEP populations, and racially and ethnically diverse communities).
- Update risk assessments to include changes to the risks and the physical environment. This includes aging infrastructure, new development, new mitigation projects and initiatives, post-event verification/validation, new technologies or improved methodologies, and better or more current data.
- Create and maintain redundant systems for storing information.

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Analysis

- Perform credible risk assessments using scientifically valid and widely used risk assessment techniques.
- Understand social and structural vulnerabilities.
- Incorporate knowledge gained by those who have experienced incidents to help understand all the interdependencies, cascading impacts, and vulnerabilities associated with threats and hazards.
- Validate, calibrate, and enhance risk assessments by relying on experience and knowledge beyond raw data or models.
- Develop analysis tools to provide information more quickly to those who need it and make use of tools and technologies, such as geographic information systems (GIS).
- Consolidate analysis efforts to remove useless duplication and provide a more uniform picture of the risks.

Education and Training

- Build the capability within communities to assess, analyze, and apply the knowledge of risk and resilience.
- Ensure that data users and assessment stakeholders get the best available data and understand the assumptions/estimations made in the methodology.
- Train stakeholders to develop risk assessments and have the same accurate and comprehensive standards of assessment outputs.
- Use risk assessments to design exercises for response activities and to determine the feasibility of mitigation projects and initiatives.

Planning

- Embed risk-based decision making into the planning processes.
- Collaborate, cooperate, and build consensus across other disciplines that impact plans.
- Understand the demographics and systems that make up the community and their vulnerabilities and interdependencies with each other.
- Include disability and other access and functional needs subject matter experts in mitigation planning to address considerations, such as architectural accessibility through compliance with the Americans with Disabilities Act architectural standards; disability and other access and functional needs advocacy organizations, such as independent living centers; and providers of disability- and other access and functional needs-related assistance/functional needs support services (FNSS).
- Understand the full range of animal issues in the community. This will ensure that the jurisdiction is equipped to comprehensively address human and animal issues and take steps to mitigate vulnerabilities in this area during or after a disaster. Understand the unique differences between animals generally, as well as service animals, and the civil rights of their users, such as not being separated from their service animals and being able to use all parts of facilities the public uses.
- Incorporate the findings from the assessment of risk and disaster resilience into the planning process.
- Seek out and incorporate the whole community in planning efforts.
- Build on the expertise, knowledge, and systems in place within the community.
- Share success stories where resilience-based planning has demonstrated measureable effectiveness in creating economic vitality within communities.

- Engage in a peer-to-peer and regional partnership (coalitions) mentoring structure that promotes best practices, particularly when the planning capability is not present in a community.
- Foster public-private partnerships to promote resilience and maximize the use of available resources.
- Promote planning initiatives through multiple media sources.

Community Resilience

- Know the community's systems—who makes up the community and how to build constructive partnerships.
- Understand the risks facing a community, including physical, social, economic, and environmental vulnerabilities to all threats and hazards.
- Recognize and communicate the reinforcing relationships between environmental stewardship and natural hazard risk reduction (e.g., enhancement of flood storage through wetland protection/restoration and holistic floodplain management).
- Communicate and utilize the best available localized climate projections so that the public and private sectors can make informed decisions.
- Know the community's permanent and transient population demographics and use that information to plan ahead to address resilience for the whole community, including individuals with disabilities and others with access and functional needs.
- Foster sustained communication, civic engagement, and the development and implementation of proactive planning, response, and long-term risk reduction actions in the whole community.
- Convince community members of the value of mitigation for reducing the impact of disasters and the scale of response and recovery efforts.
- Identify and promote sound choices and discourage choices that increase vulnerabilities and risks.
- Inspire transparency in risk management decision making so that individuals, communities, private organizations, and all levels of government demonstrate how resilience is considered.
- Recognize the interdependent nature of the economy, health and social services, housing infrastructure, and natural and cultural resources within a community.
- Acknowledge and seek out naturally occurring relationships within communities and build partnerships and coalitions before disasters or incidents occur.
- Educate the next generation of community leaders and resilience professionals; learn from the past and from what is working in the present.

Public Information and Warning

Steady-state/Ongoing Operations

- Persuade the public that it is worthwhile to build a resilient community. Encourage private and public sector partners to work together to communicate the benefits of mitigation action and arrive at solutions.
- Warn people of the risks in their community and the actions they can take to mitigate those risks.
- Communicate priorities and actions identified through risk analysis and plans to stakeholders and those expected to take action to reduce risk.
- Refine and consider options to publicly release potentially sensitive risk information.
- Use social media, Web sites (e.g., Ready.gov), and smartphone applications, as well as more traditional mechanisms, such as community meetings or ethnic media outlets, to inform the public of

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actions to take to connect preparedness to resilience. Information and messaging should ensure effective communication with individuals who have disabilities or access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision, through the use of appropriate auxiliary aids and services, such as sign language and other interpreters and the captioning of audio and video materials.

- Promote mitigation and resilience to the public through a national preparedness campaign to increase public awareness and motivate individuals to build societal resilience prior to an event.
- Use social media, Web sites (e.g., Ready.gov), and smartphone applications, as well as more traditional mechanisms, such as community meetings or ethnic media outlets, to inform the public of actions to take to connect preparedness to resilience. Information and messaging should ensure effective communication with individuals who have disabilities or access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision, through the use of appropriate auxiliary aids and services, such as sign language and other interpreters and the captioning of audio and video materials.
- Promote mitigation and resilience to the public through a national preparedness campaign to increase public awareness and motivate individuals to build societal resilience prior to an event.

Incident-driven Operations

- Provide the tools necessary to make decisions quickly, such as a synchronization matrix that allows multiple leaders to make independent decisions.
- Share information obtained through coordinating activities to inform response and recovery decision making by effectively communicating threat and hazard risk analysis.
- Conduct outreach with atypical partners. Coordinate common messaging and verified source communications through local community leaders.
- Capitalize on the critical post-disaster window of opportunity and the media and the media information cycle to influence public opinion to take steps toward future mitigation.

Change Management

- Address evolving risk perception and risk communication within a community.
- Practice science-based methods, such as community-based social marketing, to create behavior change.

Long-term Vulnerability Reduction

Individual and Local Community

- Broaden the use of natural hazards and catastrophic insurance.
- Develop plans and recognize that a prepared individual or family is the foundation of a resilient community.
- Promote neighborhood activities and encourage volunteerism that advances preparedness awareness campaigns.
- Adopt and enforce a suitable building code to ensure resilient construction.
- Incorporate mitigation measures into construction and development projects that take into account future conditions.
- Capitalize on opportunities during the recovery building process to further reduce vulnerability.

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Private Sector

- Determine the level of appropriate risk reduction to incorporate in operational and capital improvement projects.
- Advance projects and activities that do not increase the residual risk in nearby neighborhoods and communities.
- Coordinate with government and community organizations to reduce duplication of effort and encourage complementary efforts.

Government

- Put community plans to work.
- Execute identified risk management actions and projects resulting from analysis and planning processes in the community.
- Make risk reduction a priority in capital improvement projects.
- Employ a variety of incentives, statutory and regulatory requirements, and voluntary initiatives to implement successful practices throughout communities.
- Be transparent and explicit about mitigation efforts in order to increase and sustain whole community investment, reduce duplication of effort, and encourage complementary efforts by partners.
- Establish standards and practices to reduce long-term vulnerability.
- Capitalize on opportunities during the recovery building process to further reduce vulnerability.

Operational Coordination

Steady-state/Ongoing Operations

- Establish procedures and build partnerships and coalitions that support mitigation capabilities across the whole community and emphasize a coordinated delivery of mitigation capabilities.
- Identify mitigation roles and responsibilities and engage stakeholders across the whole community to support the information sharing process.
- Recognize the complexity of various interest groups and integrate organizations across communities, including public-private partnerships.

Incident-driven Operations

- Emphasize mitigation technique integration into Incident Command System (ICS) planning cycles by command and general staff representatives and educate whole community partners.
- Use and leverage mitigation products and capabilities, such as the identification of threats and the assessment of risk, to support incident operations.
- Contribute to the situational awareness and a common operating picture for the entire Federal Government and for local, state, tribal, and territorial governments, as appropriate, in the event of a natural disaster, act of terrorism, or other manmade disaster.
- Capitalize on opportunities for mitigation actions following disasters and incidents.

Change Management

- Adapt to evolving risks and changing conditions.
- Look for ways to include new stakeholders in mitigation capabilities.

Response

Planning

- Develop operational plans at the Federal level and in the states and territories that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.

Public Information and Warning

- Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.
- Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.

Operational Coordination

- Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain, as needed, throughout the duration of an incident.
- Enhance and maintain NIMS-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.

Critical Transportation

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Environmental Response/Health and Safety

- Conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population.
- Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.

Fatality Management Services

- Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.

Infrastructure Systems

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.

- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.

Mass Care Services

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.
- Establish, staff, and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically accessible for individuals with disabilities and others with access and functional needs.
- Move from congregate care to non-congregate care alternatives, and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Mass Search and Rescue Operations

- Conduct search and rescue operations to locate and rescue persons in distress, based on the requirements of state and local authorities.
- Initiate community-based search and rescue support operations across a wide geographically dispersed area.
- Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.

On-Scene Security and Protection

- Establish a safe and secure environment in an affected area.
- Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

Operational Coordination

- Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, and Federal first responders.
- Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

Public and Private Services and Resources

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.

Public Health and Medical Services

- Deliver medical countermeasures to exposed populations.
- Complete triage and the initial stabilization of casualties and begin definitive care for those likely to survive their injuries.

- Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Situational Assessment

- Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Recovery

Economic

- Seeks innovative solutions to address preparedness, mitigation and resilience issues before a disaster strikes including comprehensive land use policy.
- Appreciates the value of community and economic development planning in disaster recovery; encourages and facilitates this planning through appropriate State government agencies.
- Develops initiatives and incentives to facilitate the integration of Federal efforts and resources with private capital and the business sector.
- Creates, encourages and participates in local, State, Tribal and Federal disaster recovery exercises to enhance skills and develop needed techniques.
- Leverages mitigation programs to create strong communities resilient to disaster.
- Works with local, State and Tribal officials to implement disaster resistant building codes and incentivize business and individual pre-disaster mitigation and preparedness activities.
- Identifies statutory, regulatory and policy issues that contribute to gaps, inconsistencies and unmet needs in economic recovery.
- Seeks to promulgate resiliency policies and practices in agency programs and stakeholder operations, wherever appropriate.
- Sustains pre-disaster engagement activities possibly for months or years with the leadership of jurisdictions that may be impacted by a disaster.
- Encourages the establishment of disaster information networks for businesses.
- When activated by the FDRC, the primary and supporting departments and agencies deploy in support of the Economic RSF mission.
- Works to apply and integrate plans developed pre-disaster to most effectively leverage Federal resources and available programs to meet local community recovery needs while aggressively integrating with the private sector to facilitate early and productive engagement.
- Develops an interagency action plan for each disaster to ensure the coordinated action of all Federal agencies, stakeholders and supporting entities in the support of local, State and Tribal governments.
- Incorporates mitigation measures into redevelopment following a disaster to build the community back stronger to minimize future risk.
- Building upon the relationships developed during pre-disaster planning, works closely with local community leadership during disaster recovery to provide technical assistance and data related to economic development.

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- Maintains robust and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.
- Engages the workforce development system, including State vocational rehabilitation programs, as a means of helping individuals who acquire a disability as part of the disaster return to work with the appropriate supports, accommodation and retraining (if necessary).

Health and Social Services

- Incorporates planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESFs #3, #6, #8 and #11.
- Incorporates planning for the transition from post-incident recovery operations back to a steady-state into preparedness and operational plans.
- Develops strategies to address recovery issues for health, behavioral health and social services – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency and underserved populations.
- Promotes the principles of sustainability, resilience and mitigation into preparedness and operational plans.
- Maintains situational awareness to identify and mitigate potential recovery obstacles during the response phase.
- Leverages response, emergency protection measures⁴ and hazard mitigation resources during the response phase to expedite recovery⁵.
- Provides technical assistance in the form of impact analyses and supports recovery planning of public health, health care and human services infrastructure.
- Conducts Federal Health and Social Services RSF assessments with primary agencies.
- Identifies and coordinates Federal Health and Social Services RSF-specific missions with primary agencies.
- When activated by the FDRC, the primary and supporting departments and agencies deploy in support of the Health and Social Services RSF mission, as appropriate.
- Establishes communication and information-sharing forum(s) for Health and Social Services RSF stakeholders with the State and/or community.
- Coordinates and leverages applicable Federal resources for health and social services.
- Develops and implements a plan to transition from Federal Health and Social Services recovery operations back to a steady-state.
- Identifies and coordinates with other local, State, Tribal and Federal partners to assess food, animal, water and air conditions to ensure safety.
- When activated by the FDRC, the primary and supporting departments and agencies deploy in support of the Health and Social Services RSF mission, as appropriate.
- Establishes communication and information-sharing forum(s) for Health and Social Services RSF stakeholders with the State and/or community.
- Coordinates and leverages applicable Federal resources for health and social services.
- Develops and implements a plan to transition from Federal Health and Social Services recovery operations back to a steady-state.
- Identifies and coordinates with other local, State, Tribal and Federal partners to assess food, animal, water and air conditions to ensure safety.

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Housing

- Works with local, State and Tribal governments, organizations and others in coordination with the National Disaster Housing Task Force, Joint Housing Solutions Group.
- Identifies strategies and options that address a broad range of disaster housing issues such as those dealing with planning, zoning, design, production, logistics, codes and financing.
- Builds accessibility, resilience, sustainability and mitigation measures into identified housing recovery strategies.
- When activated by the FDRC, the primary and supporting departments and agencies deploy in support of the Housing RSF mission.
- Coordinates and leverages Federal housing-related resources to assist local, State and Tribal governments to address housing-related, disaster recovery needs.
- Encourages rapid and appropriate decisions regarding land use and housing location in the community or region.
- Identifies gaps and coordinates a resolution of conflicting policy and program issues.
- Maintains robust and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.

Infrastructure Systems

- Develops guidance and standard procedures for rapid activation of RSF capabilities to support community recovery.
- Identifies relevant statutory and/or regulatory programs, potential capabilities and/or limiting factors pertaining to recovery support for infrastructure systems.
- Provides a forum for interagency coordination, information sharing and exchange of effective practices.
- Supports planning, preparedness, education, training and outreach efforts to enhance capabilities for recovery.
- Works with partners to identify critical facilities and ensure considerations are made to reduce risk pre- and post-disaster.
- When activated by the FDRC, the primary and supporting departments and agencies deploy in support of the Infrastructure Systems RSF mission.
- Supports the recovery of infrastructure systems, dependent on the nature and scope of the disaster, and the specific authorities and programs within the jurisdiction of participating departments and agencies.
- Participates in the national-level coordination of damage and community needs assessments as appropriate to ensure infrastructure considerations integrate into the post disaster public and private sector community planning process.
- Deploys RSF resources, as required by the specific disaster situation and consistent with the specific authorities and programs of the participating departments and agencies, to the field to assist the affected community in developing an Infrastructure Systems Recovery action plan that:
 - Avoids the redundant, counterproductive, or unauthorized use of limited capital resources necessary for infrastructure/recovery.
 - Helps resolve conflicts, including those across jurisdictional lines, resulting from the competition for key resources essential to infrastructure systems recovery.
 - Sets a firm schedule and sequenced time structure for future infrastructure recovery projects.

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- Works with RSF partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the community's Infrastructure Systems Recovery action plan.
- Promotes rebuilding infrastructure in a manner which will reduce vulnerability to future disasters impacts.
- Maintains robust and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.

Natural and Cultural Resources

- Identifies relevant Federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery and restoration of natural and cultural resources during recovery.
- Develops a pre-disaster Natural and Cultural Resources RSF action plan to identify and communicate priority actions.
- Identifies and prioritizes gaps and inconsistencies within and between relevant Federal regulations, policies, program requirements and processes affecting natural and cultural resources that are used in disaster recovery, either separately or in combination with one another, and makes recommendations to the National Disaster Recovery Planning (NDRP) Division at FEMA Headquarters and specific Federal agencies.
- Works with private nonprofits and other nongovernmental organizations (NGOs) to leverage opportunities to encourage local, State and Tribal governments and institutions to develop emergency management plans that integrate natural and cultural resource issues.
- Promotes the principles of sustainable and disaster resistant communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands and other natural resources critical to risk reduction.
- Assesses appropriate hazard mitigation strategies for the protection of cultural resources.
- When activated by the FDRC, the primary and supporting departments and agencies deploy in support of the Natural and Cultural Resources RSF mission.
- Works to leverage Federal resources and available programs to meet local community recovery needs.
- Identifies opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.
- Addresses government policy and agency program issues, gaps and inconsistencies related to natural and cultural resource issues.
- Coordinates cross-jurisdictional or multistate and/or regional natural and cultural resource issues to ensure consistency of Federal support where needed.
- Synchronizes the Natural and Cultural Resources action plan with other RSFs, as appropriate to support the broader vision of Federal support to disaster recovery.
- Encourages responsible agencies at all levels of government and their important private sector partners to support the local community's recovery plan and priorities by developing a Natural and Cultural Resources action plan that identifies how the agencies leverage resources and capabilities to meet the community's needs.
- Helps communities and State and Tribal governments to leverage opportunities inherent in recovery to mitigate impacts to environmental or cultural resources.

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- Promotes a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.
- Maintains robust and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.